MANAGER VIEW360

ManagerView360 Profile for:
MC MV360 - FMCSA
Management Concepts

The ManagerView360 Feedback report is an instrument designed to provide a focus about specific supervisory and management competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotion, salary review, or termination.

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Questionnaire and Report © 2003 Organizational Performance Dimensions.

MANAGERVIEW360
Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 20 job critical supervisory and management competencies of ManagerView360.

This Feedback Report summarizes information from questionnaires completed by the following number and type of raters:

Self	133
Manager	168
Peer	345
Direct Report	431
Team Member	290

This Feedback Report gives you:

- ✔ Competency Definitions
- ✔ Competency Group Summary
- ✔ Competency Summary
- ✔ Most Frequent / Least Frequent Behaviors
- ✔ Behavior Summary

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MANAGERVIEW360
Competency Definitions

Communication Skills

Listening
Listens and understands the verbal communications of others.

Two-Way Feedback
Keeps others informed in a timely manner.

Written Communication
Expresses written thoughts and ideas in a clear and concise manner.

Oral Communication
Conveys oral thoughts & ideas in a clear and concise manner.

Oral Presentation
Presents individual and organizational viewpoints to groups in a clear and persuasive manner.

Vision/ Goal Setting
Shares a common vision and develops strategic goals for the organization.

Task Management Skills

Planning/ Organizing
Sets realistic & measurable goals and allocates resources.

Delegation
Assigns work, clarifies expectations, and defines how individual performance will be measured.

Administrative Control/ Follow Up
Develops procedures to evaluate and monitor job activities and tasks on an ongoing basis.

Performance Evaluation
Provides on-going feedback and conducts timely and effective performance reviews.

Performance Management
Provides others with regular and timely feedback on their performance and offers support when individuals are confronted with problems.

Recognizing/ Rewarding
Rewards and recognizes performance in a timely and appropriate manner.

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Competency Definitions Continued

Interpersonal Skills

Team Development
Creates and develops motivated, cohesive, and high performance teams.

Interpersonal Sensitivity
Takes actions that demonstrate consideration for the feelings and needs of others.

Negotiation/ Conflict Management
Negotiates and effectively resolves interpersonal differences with others.

Coaching/ Employee Development
Attracts, develops and retains talent. Effectively coaches, trains and develops others.

Leadership/ Influence
Utilizes appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Employee Involvement
Involves employees in organizational planning, decision making and problem solving processes.

Problem-Solving Skills

Problem Analysis
Analyzes a situation, identifies alternative solutions, and develops specific actions.

Decisiveness/ Judgment
Makes high quality decisions when required.

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Competency Definitions Continued

FREQUENCY RATING SCALE

1	= To an Extremely Small Extent
2	= To a Very Small Extent
3	= To a Small Extent
4	= To a Moderate Extent
5	= To a Large Extent
6	= To a Very Large Extent
7	= To an Extremely Large Extent
NA	= Not Observable or Not Applicable

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MANAGERVIEW360
Competency Group Introduction

Competency Group Line Graphs

Each ManagerView360 line graph compares your self ratings to those of the other rater groups across four competency groups:

- Communication Skills
- Task Management Skills
- Interpersonal Skills
- Problem-Solving Skills

How to Interpret Your Graphs

The competency group line graphs compare your own self-perceptions to those of other rater groups. Each rater group is shown by a different color corresponding to the legend at the bottom of the graph.

The line graphs that follow compare your perceptions to those of other rater groups using two related scores: standardized z-scores on the left axis and percentiles on the right axis.

Standardized z-scores provide a useful way to compare your own scores to others in the large normative data base of supervisors, managers and executives. The z-score is a particular score allowing you to compare your own rating, or those of others, to a large normative database being used for this instrument. The z-score, for a competency or item, is the distance and direction from the average expressed in units of standard deviation. A z-score is sometimes called a "standardized score" with 0.0 representing the average. For example, a z-score of 1.0 means that the competency or item is one standard deviation above the average score in the normative database.

These z-scores represent the actual standard deviation above or below the average (shown as 0.0 on the graph). If you have a score that is above the +2.0 standard-deviation line, that z-score is in the top 2 percent of all people rated on that item (in other words, in the 98th percentile as shown on the right axis). Such a score is considered very high and is labeled as such at the right of the graph.

Z-score differences of .50 or more by the different rater groups might suggest important perceptual differences. Look at the first graph. Run your eyes up the left side until you find the value 0.0. This number represents the average score for all of the supervisors, managers and executives in the database. Now scan across the graph to the right side. Note that the 0.0 line is labeled "Average."

You can quickly compare your individual results with those of the average participant in the database. If your score is above the 0.0 line, your score for that particular item is above average. If the score is below the 0.0 line, your score is below the score of the average participant in the database. Now, compare your own self-ratings to those of the other rater groups. Again, a difference of .50 or more might suggest important perceptual differences for you to explore further.

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Competency Group Introduction Continued

To further understand your scores, read the following definitions of the terms "Average" score, "Moderately High" score, and so on.

Very High	z-score above 2.0 (98th percentile)
High	z-score above 1.0 (84th percentile)
Moderately High	z-score above .50 (67th percentile)
Average	z-score equal to 0.0 (50th percentile)
Moderately Low	z-score below -.50 (32th percentile)
Low	z-score below -1.0 (16th percentile)
Very Low	z-score below -2.0 (2nd percentile)

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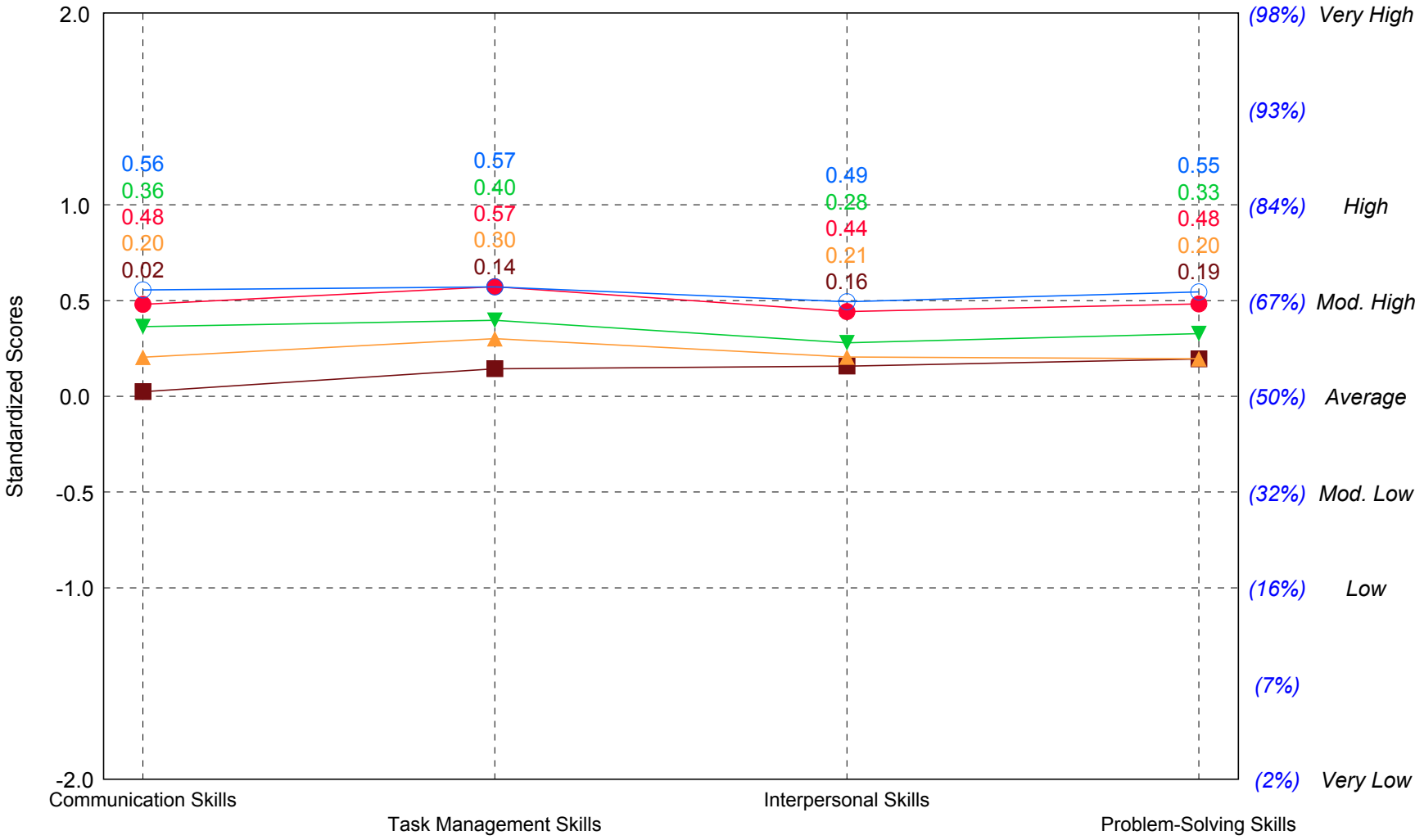
Competency Group Summary



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MANAGERVIEW360
Competency Introduction

How to Interpret Your Graphs

The following line graphs compare your own self-perceptions to those of other rater groups for each of the 20 competencies measured in ManagerView360. Each rater group is shown by a different color corresponding to the legend at the bottom of the graph.

The line graphs that follow compare your perceptions to those of other rater groups using two related scores: standardized z-scores on the left axis and percentiles on the right axis.

Standardized z-scores provide a useful way to compare your own scores to others in the large normative data base of supervisors, managers and executives. The z-score is a particular score allowing you to compare your own rating, or those of others, to a large normative database being used for this instrument. The z-score, for a competency or item, is the distance and direction from the average expressed in units of standard deviation. A z-score is sometimes called a "standardized score" with 0.0 representing the average. For example, a z-score of 1.0 means that the competency or item is one standard deviation above the average score in the normative database.

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Moderately Low	z-score below -.50 (32th percentile)
Low	z-score below -1.0 (16th percentile)
Very Low	z-score below -2.0 (2nd percentile)

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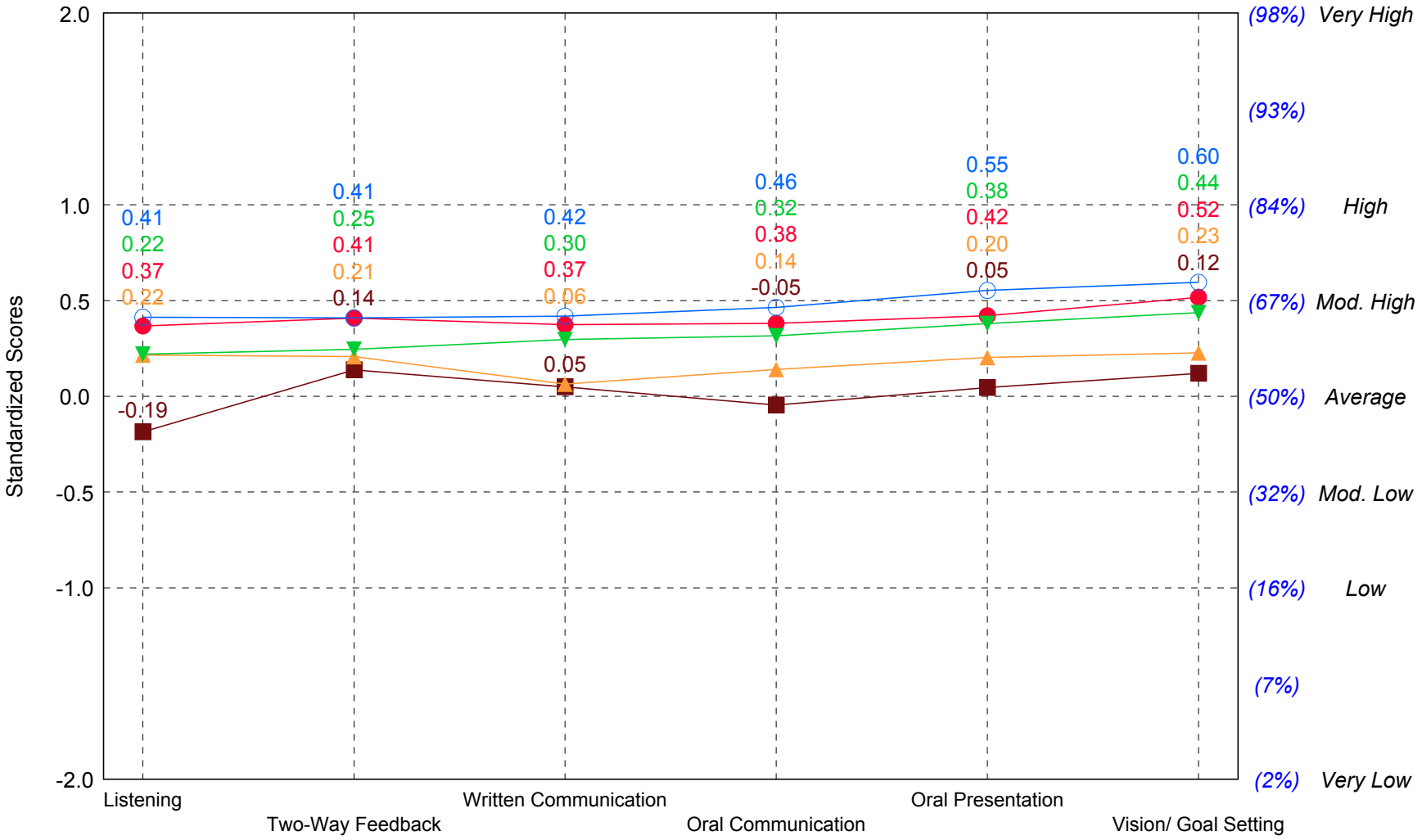
Communication Skills



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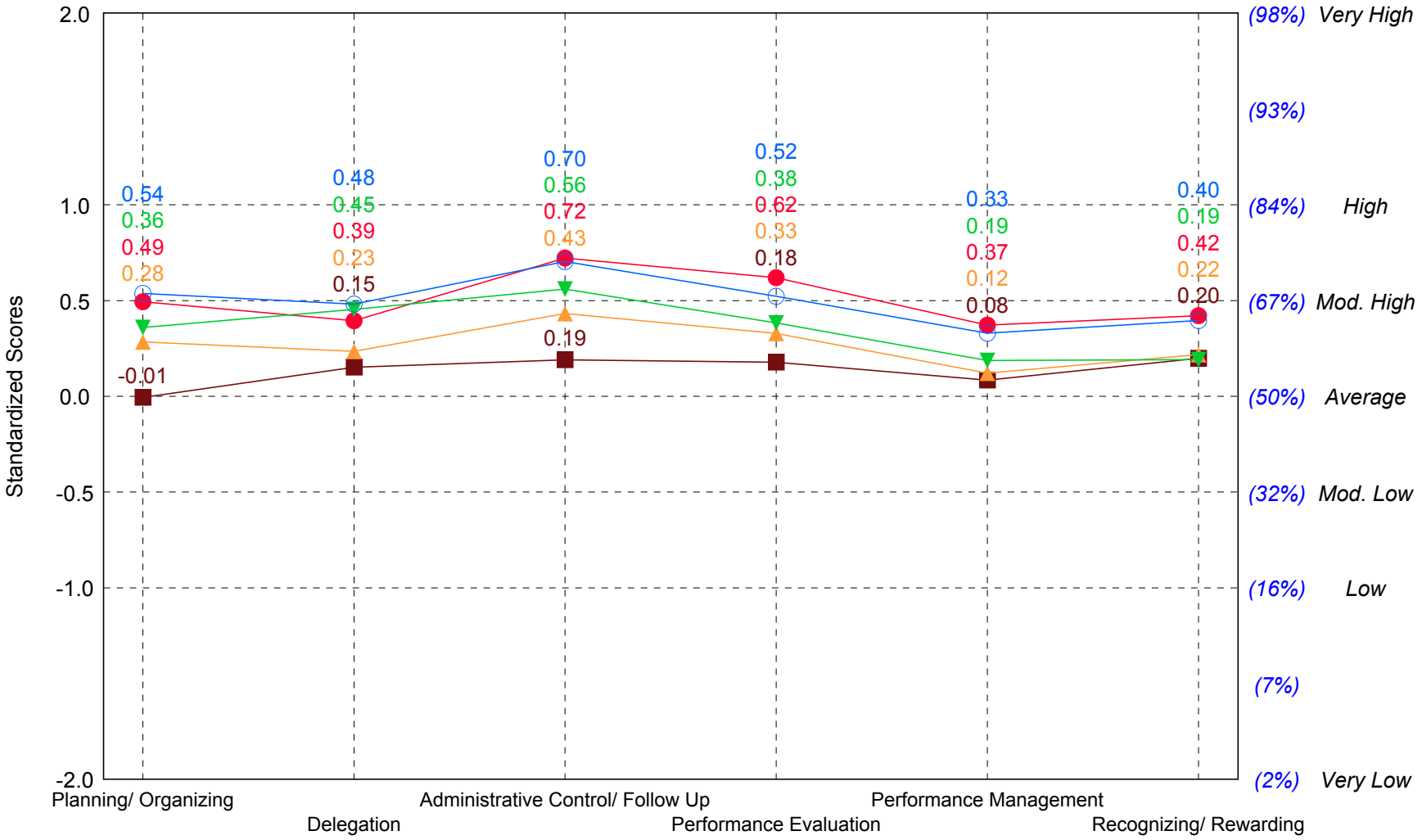
Task Management Skills



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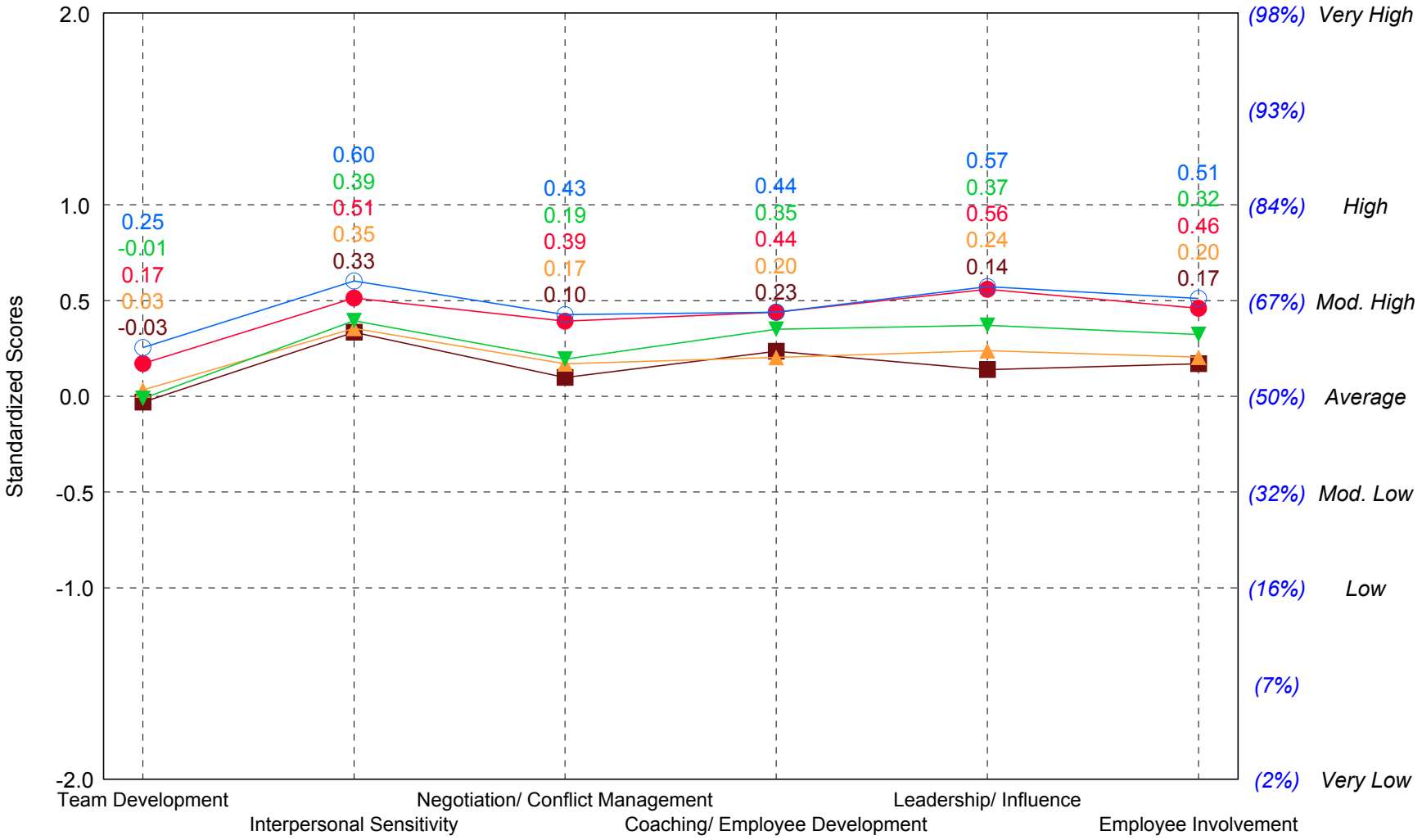
Interpersonal Skills



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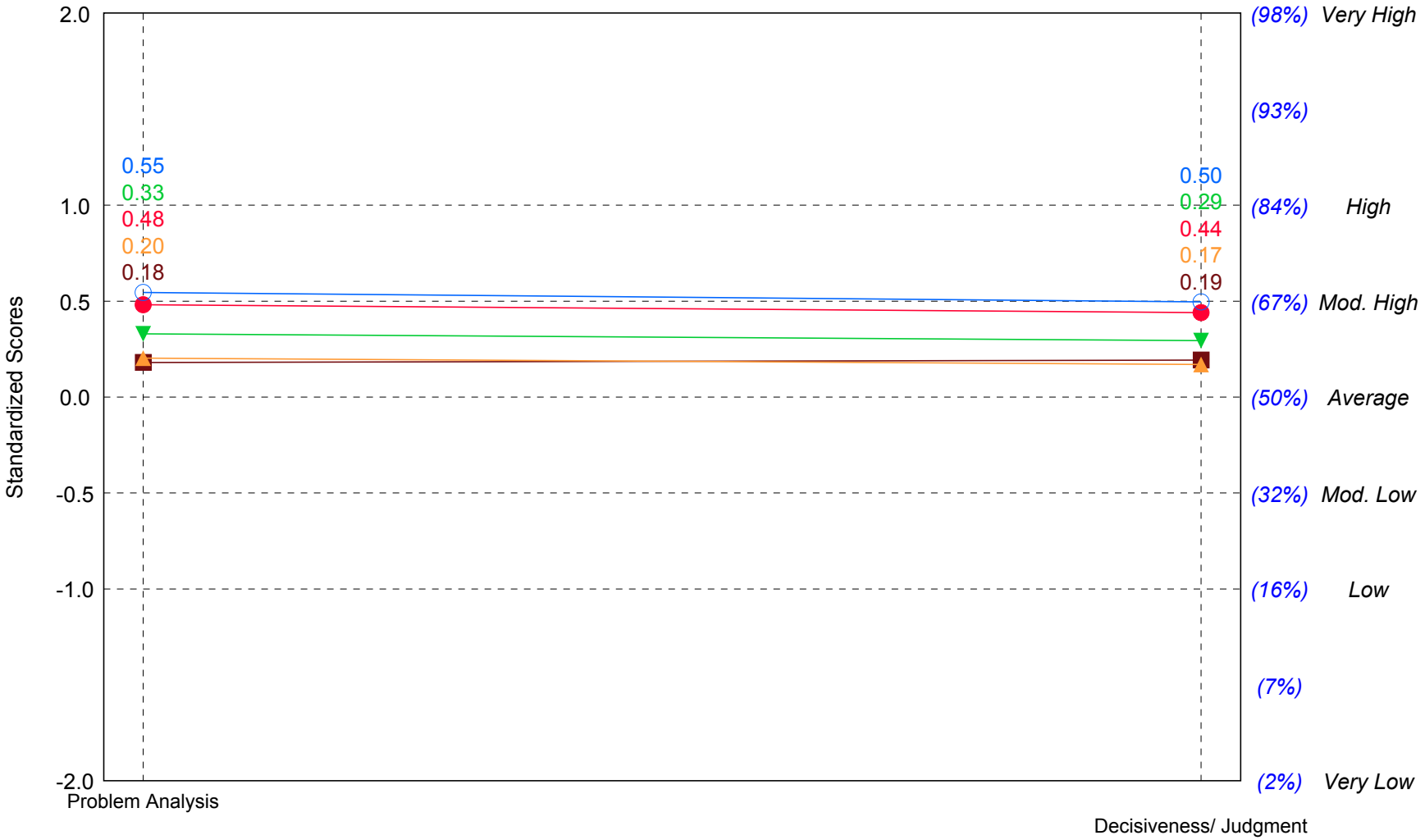
Problem-Solving Skills



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Most Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Is prepared & organized for meetings & presentations.	**Oral Presentation**	**6.0**	5	11	15	65	186	484	449
Maintains eye contact when speaking to others.	**Oral Communication**	**6.0**	5	9	20	64	192	504	436
Articulates & enunciates clearly when speaking & communicating.	**Oral Communication**	**6.0**	7	12	18	76	192	481	443
Uses appropriate grammar, tense & language in written communications.	**Written Communication**	**5.9**	4	9	23	100	191	475	404
Builds strategic alliances & networks with key people.	**Leadership/ Influence**	**5.9**	9	11	21	98	192	434	410
Handles questions in meetings & presentations in a responsive & diplomatic manner.	**Oral Presentation**	**5.9**	10	12	23	81	225	472	389
Considers the consequences of decisions.	**Decisiveness/ Judgment**	**5.9**	11	11	20	78	209	501	361
Writes in a clear, direct & concise manner.	**Written Communication**	**5.9**	5	10	24	108	216	444	392
Uses written communications effectively & appropriately.	**Written Communication**	**5.8**	6	10	26	94	218	479	370
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	**Listening**	**5.8**	6	13	26	80	247	480	376

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Least Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Summarizes what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying...").	**Listening**	**5.0**	22	50	80	232	314	321	138
Resolves interpersonal conflicts among employees.	**Negotiation/ Conflict Management**	**5.3**	20	21	38	122	231	324	149
Listens to what people say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	**Listening**	**5.3**	24	25	62	175	286	395	239
Develops team spirit, cohesion & high morale.	**Team Development**	**5.4**	29	26	57	137	260	397	251
Removes obstacles which may be hindering employees' performance.	**Coaching/ Employee Development**	**5.4**	20	13	35	118	227	362	165
Provides positive incentives & rewards for the successful completion of tasks, projects & assignments.	**Recognizing/ Rewarding**	**5.4**	21	18	41	114	229	363	194
Resists acting defensively & keeps an open mind when others disagree with him or her.	**Negotiation/ Conflict Management**	**5.4**	26	24	60	138	249	455	244
Capable of adjusting his/her interpersonal & leadership style to motivate & influence employees.	**Leadership/ Influence**	**5.4**	18	25	49	131	255	409	219

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Least Frequent Behaviors - All Raters

Least Frequent Behaviors	Competency	Average Score	1- To an Extremely Small Extent	2- To a Very Small Extent	3- To a Small Extent	4- To a Moderate Extent	5- To a Large Extent	6- To a Very Large Extent	7- To an Extremely Large Extent
Encourages continuous performance discussions with employees throughout the appraisal period.	**Performance Evaluation**	**5.4**	20	20	34	104	158	327	172
Creates consensus around team & organizational goals & inspires & motivates others to work hard & be productive.	**Team Development**	**5.4**	16	26	44	133	317	423	237

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MANAGER VIEW360
Behavior Summary

The average score for each ManagerView360 competency and specific questions are summarized below for each rater category (1 to 7 frequency scale with higher scores corresponding to more frequently observed behavior). If the symbol AP appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol NR appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters. If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviors. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Oral Communication	**5.51 (0.72)**	**5.68 (0.66)**	**5.89 (0.68)**	**5.84 (0.58)**	**5.97 (0.64)**	**5.86 (0.63)**
Maintains eye contact when speaking to others.	5.66 (0.68)	5.88 (0.67)	6.04 (0.69)	5.97 (0.62)	6.05 (0.66)	6.00 (0.65)
Articulates & enunciates clearly when speaking & communicating.	5.48 (0.71)	5.77 (0.66)	5.93 (0.66)	6.02 (0.61)	6.05 (0.64)	5.97 (0.64)
Clearly expresses & requests information from others.	5.43 (0.74)	5.58 (0.68)	5.85 (0.68)	5.70 (0.56)	5.98 (0.64)	5.79 (0.62)
Provides clear, concise & logical answers to questions from others.	5.48 (0.75)	5.61 (0.67)	5.83 (0.70)	5.74 (0.57)	5.90 (0.65)	5.79 (0.63)
States complex information & thoughts simply and clearly.	5.48 (0.71)	5.54 (0.65)	5.81 (0.65)	5.75 (0.58)	5.87 (0.64)	5.77 (0.62)
Written Communication	**5.55 (0.70)**	**5.57 (0.62)**	**5.89 (0.67)**	**5.81 (0.60)**	**5.94 (0.64)**	**5.83 (0.63)**
Uses appropriate grammar, tense & language in written communications.	5.67 (0.70)	5.64 (0.63)	5.95 (0.68)	5.91 (0.60)	6.01 (0.66)	5.91 (0.64)
Writes in a clear, direct & concise manner.	5.55 (0.70)	5.57 (0.62)	5.90 (0.67)	5.85 (0.60)	5.97 (0.63)	5.85 (0.63)
Uses written communications effectively & appropriately.	5.59 (0.72)	5.59 (0.64)	5.92 (0.69)	5.82 (0.59)	5.96 (0.64)	5.85 (0.63)
Writes technical information in an easily understood manner.	5.39 (0.68)	5.49 (0.61)	5.87 (0.67)	5.77 (0.59)	5.88 (0.64)	5.78 (0.62)
Writes in a logical & organized manner.	5.55 (0.71)	5.53 (0.62)	5.82 (0.66)	5.70 (0.60)	5.86 (0.65)	5.75 (0.63)

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MANAGER VIEW360
Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Decisiveness/ Judgment	**5.63 (0.70)**	**5.61 (0.66)**	**5.86 (0.68)**	**5.73 (0.56)**	**5.91 (0.65)**	**5.79 (0.62)**
Considers the consequences of decisions.	5.83 (0.71)	5.68 (0.65)	5.90 (0.66)	5.82 (0.57)	5.99 (0.67)	5.86 (0.63)
Makes decisions confidently & quickly when necessary.	5.73 (0.68)	5.53 (0.62)	5.93 (0.67)	5.73 (0.52)	5.90 (0.62)	5.80 (0.59)
Gathers enough information, data & input before making a decision.	5.54 (0.73)	5.63 (0.67)	5.83 (0.67)	5.75 (0.56)	5.92 (0.66)	5.80 (0.63)
Sticks with a decision or course of action unless it is obvious that it is incorrect.	5.45 (0.68)	5.62 (0.68)	5.83 (0.71)	5.69 (0.57)	5.85 (0.64)	5.76 (0.63)
Makes timely decisions based on adequate data & information.	5.61 (0.73)	5.58 (0.67)	5.82 (0.69)	5.64 (0.57)	5.90 (0.65)	5.74 (0.63)
Oral Presentation	**5.43 (0.69)**	**5.58 (0.64)**	**5.79 (0.66)**	**5.75 (0.56)**	**5.92 (0.64)**	**5.78 (0.61)**
Is prepared & organized for meetings & presentations.	5.67 (0.69)	5.83 (0.69)	6.02 (0.67)	6.03 (0.61)	6.10 (0.67)	6.02 (0.65)
Handles questions in meetings & presentations in a responsive & diplomatic manner.	5.52 (0.67)	5.67 (0.66)	5.88 (0.67)	5.83 (0.57)	6.01 (0.63)	5.86 (0.62)
Delivers oral presentations that are persuasive, clear & logically organized.	5.43 (0.69)	5.60 (0.63)	5.77 (0.67)	5.71 (0.56)	5.92 (0.65)	5.76 (0.62)
Effectively handles comments, complaints & disagreements in meetings & presentations.	5.30 (0.72)	5.42 (0.62)	5.68 (0.68)	5.61 (0.52)	5.79 (0.61)	5.65 (0.59)
Restates & clarifies important points & questions from others.	5.26 (0.68)	5.39 (0.64)	5.60 (0.65)	5.59 (0.54)	5.78 (0.64)	5.61 (0.60)
Planning/ Organizing	**5.28 (0.67)**	**5.58 (0.64)**	**5.80 (0.68)**	**5.66 (0.55)**	**5.84 (0.64)**	**5.73 (0.61)**
Organizes, utilizes & manages time productively.	5.32 (0.66)	5.60 (0.63)	5.87 (0.68)	5.76 (0.56)	5.94 (0.66)	5.81 (0.62)
Maintains information (e.g., documents, data, records, files) in a well-organized manner.	5.12 (0.62)	5.72 (0.65)	5.84 (0.65)	5.78 (0.57)	5.86 (0.62)	5.81 (0.61)
Effectively schedules work activities & tasks.	5.37 (0.69)	5.56 (0.65)	5.80 (0.70)	5.59 (0.54)	5.82 (0.65)	5.70 (0.62)
Establishes a logical sequence of work activities & assignments.	5.37 (0.69)	5.63 (0.63)	5.82 (0.68)	5.52 (0.54)	5.81 (0.65)	5.68 (0.61)
Develops both short & long-range plans that consider relevant cost, schedule & resource information.	5.24 (0.69)	5.40 (0.66)	5.65 (0.67)	5.66 (0.54)	5.78 (0.63)	5.65 (0.61)

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MANAGER VIEW360
Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Delegation	**5.45 (0.70)**	**5.53 (0.67)**	**5.69 (0.68)**	**5.75 (0.56)**	**5.77 (0.65)**	**5.71 (0.62)**
Transfers the necessary authority to employees to ensure completion of delegated tasks, assignments & projects.	5.57 (0.68)	5.54 (0.66)	5.63 (0.66)	5.87 (0.57)	5.80 (0.62)	5.74 (0.61)
Effectively utilizes the skills, experience & capabilities of others to complete work assignments.	5.42 (0.72)	5.57 (0.67)	5.71 (0.69)	5.78 (0.56)	5.77 (0.66)	5.73 (0.63)
Clearly defines & communicates tasks, projects & assignments when delegating to others.	5.33 (0.71)	5.55 (0.69)	5.74 (0.70)	5.73 (0.57)	5.77 (0.66)	5.71 (0.64)
Delegates assignments to employees according to both individual & organizational needs.	5.52 (0.72)	5.47 (0.66)	5.65 (0.68)	5.74 (0.55)	5.78 (0.66)	5.68 (0.62)
Provides adequate resources, information & training so that employees can perform delegated tasks.	5.40 (0.69)	5.52 (0.69)	5.72 (0.70)	5.62 (0.52)	5.75 (0.65)	5.65 (0.61)
Administrative Control/ Follow Up	**5.24 (0.65)**	**5.49 (0.66)**	**5.78 (0.68)**	**5.62 (0.55)**	**5.76 (0.64)**	**5.67 (0.61)**
Keeps track of details and follows up on tasks, projects & assignments.	5.29 (0.67)	5.62 (0.65)	5.89 (0.69)	5.68 (0.56)	5.86 (0.66)	5.77 (0.62)
Develops systems to monitor budgets, costs, & expenses.	5.17 (0.55)	5.46 (0.63)	5.81 (0.65)	5.74 (0.55)	5.82 (0.62)	5.73 (0.60)
Establishes effective mechanisms to monitor & ensure that work is done on time & with quality.	5.30 (0.68)	5.48 (0.68)	5.76 (0.68)	5.66 (0.59)	5.76 (0.65)	5.68 (0.64)
Develops systems and procedures to monitor individual, team and organizational progress on projects, tasks and assignments	5.18 (0.68)	5.45 (0.67)	5.73 (0.68)	5.54 (0.54)	5.69 (0.66)	5.61 (0.62)
Follows-up with employees to monitor quality & effective performance.	5.24 (0.70)	5.42 (0.66)	5.69 (0.71)	5.49 (0.51)	5.68 (0.61)	5.56 (0.59)
Problem Analysis	**5.44 (0.69)**	**5.47 (0.66)**	**5.74 (0.67)**	**5.59 (0.54)**	**5.80 (0.63)**	**5.66 (0.61)**
Gathers & utilizes available information in order to understand and solve organizational issues & problems.	5.36 (0.69)	5.51 (0.66)	5.82 (0.67)	5.72 (0.57)	5.88 (0.65)	5.75 (0.62)
Generates & considers multiple solutions to a problem.	5.54 (0.71)	5.49 (0.67)	5.76 (0.68)	5.66 (0.56)	5.82 (0.64)	5.70 (0.62)
Anticipates potential & future problems.	5.55 (0.69)	5.49 (0.62)	5.76 (0.64)	5.57 (0.54)	5.86 (0.66)	5.68 (0.60)
Considers alternatives & generates contingency plans when making decisions & solving problems.	5.42 (0.69)	5.44 (0.69)	5.66 (0.68)	5.56 (0.55)	5.69 (0.63)	5.60 (0.62)

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MANAGER VIEW360
Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Problem Analysis	**5.44 (0.69)**	**5.47 (0.66)**	**5.74 (0.67)**	**5.59 (0.54)**	**5.80 (0.63)**	**5.66 (0.61)**
Creates opportunities to be innovative & create new ideas & concepts.	5.35 (0.68)	5.39 (0.64)	5.68 (0.66)	5.43 (0.48)	5.74 (0.60)	5.57 (0.57)
Interpersonal Sensitivity	**5.52 (0.66)**	**5.54 (0.63)**	**5.71 (0.64)**	**5.58 (0.48)**	**5.81 (0.60)**	**5.66 (0.57)**
Demonstrates sensitivity towards diversity in the workforce(e.g., gender, race, ethnicity, age) & treats all employees in a fair & consistent manner.	5.80 (0.69)	5.67 (0.65)	5.86 (0.65)	5.73 (0.50)	5.96 (0.60)	5.81 (0.58)
Develops & maintains supportive, friendly & sensitive interpersonal relationships with others.	5.42 (0.64)	5.58 (0.63)	5.84 (0.65)	5.59 (0.48)	5.89 (0.62)	5.73 (0.57)
Shows interest in & is considerate of the needs of others.	5.60 (0.69)	5.61 (0.67)	5.76 (0.66)	5.67 (0.50)	5.86 (0.62)	5.73 (0.59)
Makes it easy for employees to talk about their job challenges & problems.	5.43 (0.65)	5.38 (0.62)	5.55 (0.64)	5.54 (0.48)	5.63 (0.58)	5.54 (0.56)
Makes an effort to understand how employees are feeling.	5.32 (0.64)	5.44 (0.60)	5.48 (0.63)	5.37 (0.46)	5.64 (0.60)	5.47 (0.54)
Vision/ Goal Setting	**5.30 (0.68)**	**5.41 (0.65)**	**5.71 (0.68)**	**5.63 (0.55)**	**5.79 (0.64)**	**5.66 (0.61)**
Communicates organizational vision, values and beliefs effectively.	5.33 (0.66)	5.51 (0.65)	5.77 (0.69)	5.75 (0.56)	5.92 (0.66)	5.76 (0.62)
Sets & communicates clear priorities for individuals & work teams.	5.37 (0.71)	5.54 (0.69)	5.81 (0.71)	5.65 (0.55)	5.84 (0.66)	5.72 (0.63)
Establishes & communicates organizational, departmental and team goals & performance standards.	5.43 (0.68)	5.50 (0.65)	5.76 (0.68)	5.68 (0.57)	5.82 (0.65)	5.71 (0.63)
Communicates & motivates others about the organizational mission & vision of the future.	5.27 (0.67)	5.30 (0.65)	5.63 (0.67)	5.53 (0.54)	5.69 (0.62)	5.56 (0.60)
Informs employees how their work is linked to both team & organizational business goals.	5.12 (0.68)	5.21 (0.62)	5.56 (0.66)	5.54 (0.52)	5.67 (0.65)	5.52 (0.59)
Coaching/ Employee Development	**5.52 (0.69)**	**5.49 (0.67)**	**5.73 (0.68)**	**5.64 (0.52)**	**5.73 (0.63)**	**5.66 (0.60)**
Supports employee development plans such as on-the-job training, stretch assignments, etc.	5.60 (0.70)	5.61 (0.68)	5.78 (0.68)	5.84 (0.58)	5.78 (0.66)	5.78 (0.63)
Conveys confidence in the skills & abilities of employees.	5.55 (0.73)	5.51 (0.66)	5.72 (0.67)	5.69 (0.52)	5.85 (0.65)	5.71 (0.60)

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MANAGER VIEW360
Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Coaching/ Employee Development	**5.52 (0.69)**	**5.49 (0.67)**	**5.73 (0.68)**	**5.64 (0.52)**	**5.73 (0.63)**	**5.66 (0.60)**
Provides adequate support & training to employees.	5.65 (0.69)	5.54 (0.69)	5.77 (0.69)	5.68 (0.53)	5.76 (0.61)	5.70 (0.60)
Takes an interest in & supports the career development plans of employees.	5.55 (0.66)	5.47 (0.66)	5.76 (0.68)	5.66 (0.52)	5.73 (0.64)	5.67 (0.60)
Removes obstacles which may be hindering employees' performance.	5.25 (0.70)	5.31 (0.65)	5.61 (0.67)	5.29 (0.49)	5.48 (0.61)	5.41 (0.57)
Leadership/ Influence	**5.31 (0.66)**	**5.41 (0.63)**	**5.74 (0.66)**	**5.55 (0.53)**	**5.75 (0.61)**	**5.63 (0.59)**
Builds strategic alliances & networks with key people.	5.52 (0.62)	5.71 (0.62)	5.96 (0.67)	5.83 (0.56)	5.99 (0.64)	5.89 (0.61)
Communicates & expresses ideas in a manner that persuades and influences others.	5.43 (0.70)	5.50 (0.64)	5.77 (0.66)	5.56 (0.53)	5.78 (0.60)	5.66 (0.59)
Communicates a vision of the organizational future & inspires commitment & support towards this vision from others.	5.15 (0.65)	5.30 (0.64)	5.69 (0.67)	5.50 (0.52)	5.74 (0.62)	5.58 (0.59)
Convinces & persuades others to see his or her perspective & ideas.	5.19 (0.68)	5.38 (0.67)	5.68 (0.66)	5.48 (0.53)	5.69 (0.63)	5.57 (0.60)
Capable of adjusting his/her interpersonal & leadership style to motivate & influence employees.	5.26 (0.70)	5.17 (0.61)	5.56 (0.65)	5.37 (0.50)	5.52 (0.55)	5.43 (0.56)
Two-Way Feedback	**5.43 (0.72)**	**5.51 (0.66)**	**5.71 (0.68)**	**5.54 (0.50)**	**5.72 (0.62)**	**5.62 (0.59)**
Communicates information needed by team members in a prompt & timely manner.	5.35 (0.73)	5.52 (0.67)	5.79 (0.72)	5.62 (0.54)	5.81 (0.64)	5.70 (0.62)
Keeps employees informed with relevant job information & important organizational issues in a timely manner.	5.48 (0.73)	5.49 (0.69)	5.76 (0.68)	5.63 (0.52)	5.81 (0.66)	5.68 (0.60)
Updates employees in a prompt & timely manner on developments that affect their job, tasks, & assignments.	5.39 (0.74)	5.58 (0.69)	5.73 (0.69)	5.67 (0.52)	5.68 (0.64)	5.67 (0.60)
Maintains close contact & communication with employees (keeps others well informed).	5.45 (0.72)	5.60 (0.67)	5.70 (0.67)	5.39 (0.50)	5.64 (0.60)	5.56 (0.58)
Encourages a climate in which employees feel free to openly share their thoughts & feelings.	5.50 (0.69)	5.33 (0.60)	5.59 (0.64)	5.41 (0.44)	5.65 (0.60)	5.50 (0.54)

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MANAGER VIEW360
Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Recognizing/ Rewarding	**5.48 (0.67)**	**5.50 (0.66)**	**5.73 (0.68)**	**5.47 (0.48)**	**5.70 (0.60)**	**5.59 (0.57)**
Compliments employees when they perform well.	5.76 (0.71)	5.64 (0.65)	5.93 (0.69)	5.63 (0.48)	5.87 (0.60)	5.76 (0.58)
Shares successes & discusses effective performance with others.	5.39 (0.65)	5.49 (0.68)	5.75 (0.69)	5.54 (0.50)	5.75 (0.64)	5.64 (0.60)
Rewards individuals for their efforts & accomplishments when deserved.	5.55 (0.68)	5.46 (0.65)	5.69 (0.68)	5.42 (0.46)	5.69 (0.59)	5.55 (0.56)
Provides immediate positive feedback to others when their assignments & projects are completed successfully.	5.45 (0.67)	5.48 (0.67)	5.66 (0.68)	5.42 (0.49)	5.66 (0.62)	5.55 (0.58)
Provides positive incentives & rewards for the successful completion of tasks, projects & assignments.	5.23 (0.66)	5.42 (0.65)	5.57 (0.68)	5.30 (0.46)	5.50 (0.58)	5.43 (0.56)
Employee Involvement	**5.34 (0.69)**	**5.38 (0.65)**	**5.65 (0.66)**	**5.50 (0.50)**	**5.70 (0.62)**	**5.56 (0.58)**
Provides opportunities for employees to get involved in challenging organizational tasks, projects & assignments.	5.38 (0.65)	5.50 (0.67)	5.73 (0.69)	5.69 (0.53)	5.71 (0.61)	5.67 (0.60)
Solicits & values the thoughts, opinions & ideas of employees.	5.48 (0.72)	5.44 (0.65)	5.74 (0.67)	5.59 (0.51)	5.78 (0.61)	5.65 (0.58)
Involves employees in organizational decision-making, planning & problem-solving processes.	5.30 (0.70)	5.33 (0.65)	5.53 (0.65)	5.43 (0.49)	5.72 (0.61)	5.50 (0.57)
Seeks input from employees about organizational decisions, plans & problems.	5.29 (0.69)	5.36 (0.63)	5.63 (0.64)	5.34 (0.47)	5.71 (0.63)	5.50 (0.56)
Involves employees in discussions regarding organizational issues & problems.	5.25 (0.70)	5.25 (0.64)	5.60 (0.66)	5.46 (0.50)	5.58 (0.62)	5.49 (0.58)
Team Development	**5.41 (0.69)**	**5.48 (0.63)**	**5.63 (0.66)**	**5.43 (0.48)**	**5.72 (0.60)**	**5.56 (0.57)**
Supports the team & actively conveys the needs of individuals & team members to upper management.	5.50 (0.70)	5.64 (0.67)	5.71 (0.69)	5.62 (0.51)	5.81 (0.62)	5.69 (0.60)
Encourages a climate of trust, honesty & openness with others.	5.66 (0.71)	5.52 (0.60)	5.76 (0.67)	5.53 (0.45)	5.84 (0.59)	5.66 (0.55)
Develops cooperation rather than competition among employees, groups & work teams.	5.38 (0.73)	5.48 (0.65)	5.67 (0.67)	5.52 (0.50)	5.71 (0.61)	5.60 (0.58)

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MANAGER VIEW360
Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Team Development	**5.41 (0.69)**	**5.48 (0.63)**	**5.63 (0.66)**	**5.43 (0.48)**	**5.72 (0.60)**	**5.56 (0.57)**
Creates consensus around team & organizational goals & inspires & motivates others to work hard & be productive.	5.22 (0.69)	5.41 (0.64)	5.52 (0.65)	5.29 (0.50)	5.62 (0.61)	5.45 (0.58)
Develops team spirit, cohesion & high morale.	5.27 (0.65)	5.33 (0.59)	5.50 (0.65)	5.19 (0.43)	5.63 (0.57)	5.39 (0.53)
Performance Evaluation	**5.25 (0.64)**	**5.42 (0.64)**	**5.75 (0.67)**	**5.48 (0.49)**	**5.64 (0.60)**	**5.56 (0.56)**
Completes & maintains written documentation on employee performance throughout an appraisal period.	5.29 (0.64)	5.57 (0.64)	5.84 (0.65)	5.73 (0.51)	5.77 (0.59)	5.74 (0.57)
Focuses on both performance strengths & areas to be developed during employee appraisal meetings.	5.35 (0.65)	5.42 (0.64)	5.75 (0.66)	5.53 (0.51)	5.74 (0.61)	5.60 (0.57)
Encourages employees to prepare for & participate during performance appraisal review meetings.	5.30 (0.63)	5.46 (0.65)	5.75 (0.69)	5.50 (0.48)	5.57 (0.61)	5.56 (0.56)
Provides employees with on-going feedback about work performance & progress.	5.23 (0.68)	5.31 (0.67)	5.70 (0.67)	5.37 (0.50)	5.61 (0.60)	5.48 (0.57)
Encourages continuous performance discussions with employees throughout the appraisal period.	5.06 (0.64)	5.34 (0.63)	5.73 (0.68)	5.29 (0.45)	5.52 (0.59)	5.43 (0.54)
Performance Management	**5.36 (0.68)**	**5.41 (0.65)**	**5.69 (0.67)**	**5.48 (0.52)**	**5.64 (0.62)**	**5.55 (0.59)**
Clearly establishes & communicates performance goals & standards with employees.	5.37 (0.68)	5.43 (0.69)	5.71 (0.69)	5.60 (0.54)	5.72 (0.62)	5.62 (0.61)
Attempts to get commitment from employees to improve performance problems.	5.37 (0.70)	5.36 (0.65)	5.68 (0.68)	5.56 (0.54)	5.63 (0.64)	5.57 (0.61)
Clearly communicates employee performance problems in a fair and consistent manner.	5.37 (0.68)	5.47 (0.65)	5.70 (0.66)	5.49 (0.51)	5.60 (0.64)	5.55 (0.58)
Focuses on specific behaviors, instead of personality when employee performance discussions are required.	5.46 (0.66)	5.44 (0.63)	5.65 (0.66)	5.41 (0.52)	5.67 (0.59)	5.52 (0.58)
Explores & discusses the causes of employee performance & discipline problems.	5.25 (0.67)	5.32 (0.66)	5.70 (0.68)	5.31 (0.47)	5.57 (0.62)	5.46 (0.57)

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MANAGER VIEW360
Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Listening	**4.99 (0.59)**	**5.40 (0.61)**	**5.55 (0.62)**	**5.40 (0.49)**	**5.60 (0.57)**	**5.49 (0.56)**
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	5.40 (0.67)	5.77 (0.64)	5.92 (0.69)	5.77 (0.59)	5.92 (0.64)	5.84 (0.63)
Is willing to take the time to understand & listen to employees.	5.58 (0.68)	5.56 (0.65)	5.75 (0.67)	5.83 (0.52)	5.90 (0.62)	5.79 (0.59)
Waits out silences and listens patiently without interrupting others.	4.67 (0.58)	5.33 (0.57)	5.49 (0.62)	5.50 (0.51)	5.60 (0.56)	5.50 (0.56)
Listens to what people say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	5.01 (0.64)	5.20 (0.62)	5.44 (0.61)	5.21 (0.47)	5.47 (0.55)	5.33 (0.54)
Summarizes what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying...").	4.30 (0.56)	5.13 (0.62)	5.15 (0.59)	4.68 (0.47)	5.12 (0.57)	4.97 (0.54)
Negotiation/ Conflict Management	**5.27 (0.66)**	**5.35 (0.63)**	**5.58 (0.65)**	**5.37 (0.48)**	**5.61 (0.60)**	**5.48 (0.57)**
Discusses possible "win-win" solutions & seeks agreement on specific actions when conflicts arise.	5.48 (0.67)	5.50 (0.68)	5.69 (0.67)	5.45 (0.50)	5.72 (0.62)	5.59 (0.59)
Recognizes that diverse points of view of others must be encouraged, acknowledged & accepted.	5.37 (0.67)	5.39 (0.60)	5.62 (0.64)	5.40 (0.50)	5.68 (0.60)	5.52 (0.57)
Allows for disagreements to emerge & be discussed openly.	5.40 (0.71)	5.37 (0.63)	5.63 (0.66)	5.42 (0.48)	5.61 (0.61)	5.52 (0.57)
Resists acting defensively & keeps an open mind when others disagree with him or her.	5.05 (0.65)	5.28 (0.60)	5.43 (0.62)	5.40 (0.47)	5.55 (0.56)	5.43 (0.55)
Resolves interpersonal conflicts among employees.	5.03 (0.64)	5.18 (0.63)	5.51 (0.66)	5.14 (0.45)	5.46 (0.60)	5.31 (0.55)

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